

EO-8002

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AUG 2 1952

TO: Deputy Director (Support)

SUBJECT: Report of Survey of Clerical Training Program

This memorandum contains recommendations submitted for DD/S approval. Such recommendations are contained in paragraph 5.

1. PROBLEM:

To determine (a) if present clerical training in OTR is essential and (b) if it can be carried on with less than eleven people.

2. FACTS BEARING ON THE PROBLEM:

- a. In the present labor market, the Agency accepts marginally adequate clerical/typist/steno personnel. (See Tab A)
- b. This Agency, and in fact the whole governmental structure, maintains a steady input of such personnel.
- c. Clerical level personnel are brought on board prior to final security/medical clearance.
- d. The Office of Training conducts formalized training for clerical personnel in two main categories:
 - (1) Orientation and Clerical Courses for employees prior to placement.
 - (2) Refresher Courses for on-board Agency personnel (See Tab B for course titles, classroom hours and numbers of students enrolled).
- e. There is a staff of eleven persons in the Clerical Training Unit - One Chief Instructor, eight instructors and two Clerical support persons (See Tab C).
- f. There is a peak period in the summer months when the newly graduated high school students enter on duty and there is a proportionally slack period from the end of September through mid-June.
- g. CIA Notice No. [] dated 2 July 1952 is obsolete in that Paragraph 5 does not reflect the Office of Training's present procedures. (See Tab D)
- h. The sequence of 100 activities provides for aptitude tests to be given in between and after scheduling medical, polygraph tests, etc. (See Tabs E₁ and E₂)

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3. DISCUSSION:

- a. The labor market for secretaries, stenographers and typists is a seller's market (See Tab A).
- b. The Civil Service Commission has lowered its standards in the Stenographers' examinations, and attempts have been made to also lower the standards for Typists. The Chief, Clerical Placement Branch, Office of Personnel stresses that the standards of the users of clerical personnel in this Agency have not been lowered, and the demands to fill clerical vacancies created by attrition and promotions are steadily increasing. In calendar year 1955, clerical assignments were made from the Interim Assignment Section.
- c. Add to this the obvious need to recruit clerical personnel before the end of the school year, because of Security processing, and we quickly realize we must allow for sub standard performance and hope for improvement. Out of some 800 people interviewed each month, we obtain nine or ten applicants, 50% of whom drop out in the processing.
- d. The Clerical Orientation Course is a two to three day course conducted by two Instructors, and includes some 15 subjects. The Clerical Induction Course is taught each day, repeated each week, conducted by four Instructors, and includes some seven subjects. The Clerical Refresher Course is a four weeks' course, which meets daily, conducted by two Instructors and includes seven subjects. A number of special training activities are also conducted by request of the operators. (See Tab B)
- e. Calculations of actual classroom hours for each instructor during the period 2 January to 11 June 1956 range as follows on a bell to bell time basis: (See Tab B)

Average per
Instructor

Clerical Induction Training - 7½ to 15 hrs. per week, each,	7
Clerical Orientation Training - 11 to 15 hrs. per week, each,	13
Clerical Refresher Training - 11 to 18 hrs. per week, each,	13

In addition, the new testing system adds to one
Clerical Induction Training Instructor's duties 6 hrs. per week

and one Clerical Refresher Training Instructor's
duties 2 hrs. every 2nd week

- f. For the purpose of this study the factor of 40/60 was used to evaluate instructor loads (40% actual classroom instruction to 60% preparation, conferences, grading, etc.). This factor assumes that an instructor should teach a minimum of sixteen classroom hours per week - with 24

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hours for preparation, conferences, scoring, self-improvement, etc. - and is far below the requirements in similar instruction in private secretarial schools and high schools. It is consonant with the demands on teachers of skills in Navy, Army and AAC. It is particularly generous since instructors in these courses in OTR have the support of a Chief Instructor, two clerical assistants and some scoring and monitoring help from students. Further, the repetitious nature of the subjects requires less preparation on the part of the instructor than is true in operational, technical or scientific subjects.

- k. Forty per cent of the man hours available for classroom instruction (320) is 128 hours per week. Average classroom requirement is 87 hours for regular courses and nine hours for special courses or a total of 96 hours. Thus six instructors could carry the classroom workload as presently set up.
- h. Any consideration of staffing requirements must also take into account the need for uniformity of workloads, in order to avoid having to staff up to peak load level, with the resultant excess of manpower during the off-peak periods.

The peak load of steno/typist/clerical recruits for pre-induction training commences about 15 June and continues for some three months. This increases the number of classes to be taught in each subject and the amount of administrative work incidental to the enrollment, testing, scheduling, etc. This fluctuation affects the Orientation and Induction courses; it does not affect the Clerical Refresher courses, which are given solely for Agency employees, currently offered on a year around basis.

One obvious means of leveling off this sharp peak in workload is to limit the Clerical Refresher offerings to off-peak months. The two instructors so engaged could then be used to support the Orientation and Induction staff during the peak period. This means of solving the problem would require some administrative manipulation in the rescheduling of courses; also there would be an additional requirement on the versatility of the staff.

- i. The current IAD procedures as they refer to Testing and Training have been changed since 5 July 1952 when CIA Notice No. [] was published. (See Tabs B, E and E1)
- j. A high percentage of IAS personnel, having failed the initial aptitude tests in typing and shorthand, has been able to qualify within the first week of training (65% in typing, 76% shorthand during 1955 - slightly lower in 1956). This situation can be directly related to the timing of the initial test in relation to the sequence of activities required of IAS enrollees during their first week on board. (See Tab E and E1.)

4. **CONCLUSIONS:**

- a. This Agency must continue to accept marginally adequate clerical/typist/steno personnel because of competition.
- b. This Agency must maintain a steady input of such personnel in order to meet its responsibilities.
- c. It is operationally expedient to bring clerical level personnel on board prior to final security/medical clearance and it devolves upon the Agency to keep these people gainfully employed in the interim.
- d. Detailed examination of the courses, lesson plans, enrollment, and discussion with selected operating officials justify present courses as appropriate and essential. The Clerical Induction and Clerical Orientation Courses are absolutely essential at all times. The Clerical Refresher Course is essential to a lesser degree.
- e. An analysis of instructor workload, based on classroom hours, student load and other pertinent factors, justifies the nine instructors, under present peak workload conditions. The two clerk/steno positions are necessary to support the instructors. However, an analysis of the entire year's operation indicates that the present eight (8) instructors (excluding the Chief of the Clerical Training Section) have not always been utilized to full capacity. Certain instructors have carried much lower workloads than others.
- f. This Agency should limit the Clerical Refresher Course to off-peak months. Two instructor positions and ceilings could be deleted, thus achieving maximum use of manpower over the twelve month period.
- g. CIA Notice should reflect the present procedures insofar as the OTR responsibilities are described.
- h. The initial Aptitude Tests, particularly in typing and shorthand, should be given at a time in the sequence of all activities when the new employees are in a sufficiently relaxed state of mind to permit the maximum number to qualify. This should result in a rather sharp reduction in the number of students to be immediately enrolled in training in order to qualify for placement.

5. **RECOMMENDATIONS:**

It is recommended that:

- a. The Clerical Orientation and Induction Training Courses now conducted by the Basic School, OTR, be considered as "essential" under present labor market conditions and be continued. (See Tab B)
- b. The Clerical Refresher Courses be offered from September to June only.

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- c. Two instructor positions and ceiling be deleted from the present staff strength of the Clerical Training Unit, Basic School, OTH. (See Tab C.)
- d. Action be taken by OTH to amend Paragraph 5 of CIA Notice No. dated 5 July 1955. (See Tab D) 25X1A
- e. The Chief, Basic School, OTH, the Chief, Assessment and Evaluation Staff, OTH and the Chief, Clerical Placement Branch, PAD, OP (with the assistance of the Management Staff, if requested) jointly reconsider the sequence of all activities for new clerical employees and plan the timing of initial qualifying Aptitude Tests for the advantage of the new employee and the Agency. (See Tabs E and F)

Chief, Management Staff

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TABULATION:

- Tab A - U. S. Dept. of Labor Article
- Tab B - Clerical Training Courses
- Tab C - Clerical Training Unit, Basic School, OTH, T/O Positions and Assignments
- Tab D - Copy of CIA Notice No.
- Tab E - Sequence of AD Activities
- Tab F - Transfer of Testing of Agency Clerical Employees

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CONCURRENCE:

(See memo to DD/S fr DTR dtd 11 Oct 56)

Director of Training

attached

The recommendations in paragraph 5 are Approved:

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Date

A. WHITE
Deputy Director
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